Warmagh down

Women's Aid Armagh Down

Strategic Plan 2023-2028

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Foreword

As Women's Aid Armagh Down enters its fortieth year of operation, this strategy sets out our aims and priorities for the future. Throughout our history as an organisation we have faced challenges, time and again proving our ability to adapt and change while always putting our service users at the heart of what we do.

The last few years have seen an unprecedented level of uncertainty - since our last strategy document was published we have seen the Covid pandemic, the cost of living crisis, collapses of Stormont, and Brexit. Throughout the turmoil, Women's Aid Armagh Down has focused on keeping women and children safe, educating our communities about domestic and sexual abuse, and helping service users feel empowered. Despite the many difficulties in the last few years, there has also been much to celebrate, and our work continues to change and improve lives across our community.

In setting the new strategy, we have been diligent about maintaining focus on our mission, vision, and values. These lie at the heart of our organisation, and it is our hope that this document makes clear how we will further these aims. Across all our services - crisis accommodation, advice and information, outreach support, education, and partnership working to name a few - we listen and respond to the needs of women and children. Our staff and volunteers are our greatest asset, and every single one of them is dedicated to furthering our aims through their contributions. This strategy recognises that. It offers clear measures of success which we look forward to reviewing continuously on an individual, team, and organisational basis.

We are fortunate to maintain excellent relationships with our stakeholders, especially the Northern Ireland Housing Executive and the Southern Health and Social Care Trust and including the various funders that enable us to innovate and persist in growing and improving upon the services we deliver. They continue to support our work and help us develop services which make a meaningful difference to the lives of our service users. Throughout the lifetime of this strategy, we hope to develop these relationships further and increase the impact we can have.

There are many people to thank for the continued success of Women's Aid Armagh Down. Our funders, our staff and volunteers, and the local businesses and individuals who remain so generous. But above all, we want to extend a special thanks to our service users. At the most difficult times in their lives, these women and children have trusted us to help and support them, and they work with us to rediscover their confidence, happiness, and freedom. We will listen to you, believe you, and are here for you. This strategy is in place to help us amplify your voices and deliver the services you need.

Introduction

Women's Aid Armagh Down, formerly known as Newry Women's Aid is a registered charity (NIC 106096), company limited by guarantee (NI30774) and member of the Women's Aid Federation Northern Ireland (WAFNI). The organisation was founded in 1983 in



response to the urgent need to provide vital support and accommodation to women and children victims experiencing domestic/sexual abuse.

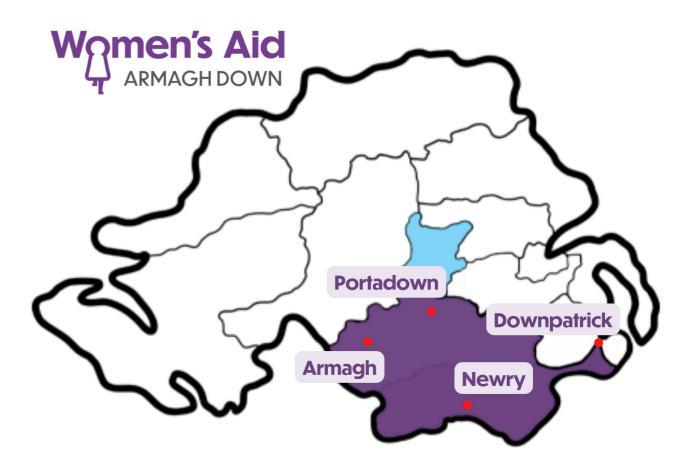
Women's Aid began as a single drop-in office, opening a 6 bed refuge in Newry in 1986, which later expanded to a purpose built, 25 bed refuge in 2001. The organisation opened its first resource centre in 1998 and evolved to Women's Aid Armagh Down in 2013, extending their remit to include Armagh, Banbridge and the Craigavon area.

Women's Aid Armagh Down (WAAD) currently operates a refuge and three resource centres in Armagh, Portadown and Newry. Outreach services are also provided in outlying rural town and villages across the Newry, Mourne and Down and Armagh, Banbridge and Craigavon districts.

This strategic plan sets out our aspirations over the next five years as we strive to support women, children and young people to feel safe and supported through high quality support, programmes and the provision of safe and secure spaces. This plan and the actions and commitments within it, provide a roadmap towards our vision, mission and values for the board and staff of Women's Aid Armagh Down.

Where we Work

We provide services to all women, children and young people experiencing domestic abuse across the Southern Health & Social Care Trust area (except Dungannon which falls within the remit of Causeway and Mid Ulster Women's Aid) and the South Eastern Health & Social Care Trust areas of Castlewellan, Newcastle & Downpatrick.



Our headquarters are based in 7 Downshire Place, Newry, and in 2018, WAAD purchased the adjacent building at number 5. These facilities are located within the Newry Mourne and Down Local Government District and are within the remit of the Southern Health and Social Care Trust (SHSCT). We also provide support from our Portadown Resource Centre and Armagh Outreach Centre.

Our services

We provide a range of services, including:

- Refuge: A refuge is a safe house where women and children who are experiencing domestic abuse can stay free from fear.
- Floating Support Services: Floating support is a specific type of outreach service that is
 designed to support women who wish to remain in their own homes (regardless of the type
 of tenancy they have), or who are in emergency or other temporary accommodation.
- Therapeutic Services: One to one emotional support including counselling.
- Short Term Support Services: This includes a rapid assessment of need and risk of those
 presenting to the service and seeks to establish a safety plan for victims which includes
 referral to appropriate support services including for example, PIPS Hope and Support and
 Community Advice Newry Mourne and Down.
- Wellbeing Hope & Resilience Support Service This is a new service which began in 2020. It offers group work, networking and befriending and one to one support as well as a range of programmes including– Moving Forward, Me & My Wellbeing, Me & My Family, Me & My Future and Me & My Voice. The aim of the service is to support recovery through empowerment, reduced isolation and the development of coping skills.
- Journey to Freedom Programme identifies the patterns that exist within an abusive relationship and aims to empower women through building self-esteem and confidence, developing the knowledge to create change.
- Insight Programme This is a 5 week programme to help women to start to build good self-esteem, self-worth and confidence. This programme has also been adapted to support young women through the 'Insight for young women' programme.
- You and Me, Mum Programme This 10-week programme aims to empower and support
 mothers to develop further understanding of their role in addressing the needs of their
 children and young people who have lived with domestic / sexual violence. Helping mums
 to build resilience in children and young people is we believe an essential aspect of our
 support services.

We have also piloted the following specialist services during 2019-2020:

- An Identification & Referral to Improve Safety (IRIS) project. Funded by the Department of
 Health and initially rolled out across two GP Federations, the project employs one full time
 advocate, delivering specialist domestic abuse training directly to GPs and their medical and
 administrative staff while providing advocacy support for all victims of domestic and sexual
 abuse referred from within the trained GP practices.
- A domestic abuse support service within Craigavon Area Hospital. We call this service
 DASS (Domestic Abuse Safety & Support) this services is delivered in
 partnership with the Head of Service Acute Hospital Social
 Work. This pilot was supported by the Southern Area
 Domestic and Sexual Violence Partnership and
 Armagh, Banbridge and Craigavon Police and
 Community Safety Partnership. This service
 involves a multi-disciplined approach and aims
 to reach victims and those in need of support
 at a much earlier stage and save lives.
- Children and Young People services In addition to our work with women who have been victims of domestic abuse, we provide a wide range of essential services to children and young people who have been directly or indirectly experienced by domestic/sexual abuse.

This includes:

- One to One crisis intervention
- One to One support
- Group play and support
- Helping Hands One to One and group work in primary schools
- Heading for Healthy Relationships One to One and group work in post primary schools.

Our key achievements

Our key achievements in 2021 included:



women received 1-1 support.

women received short-term support.

42

women were supported in refuge

28

children and young people accessed refuge accommodation

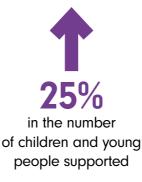




829
children and young people engaged in services

609 children and young people accessed our awareness and support programmes





Setting Our Work in Context

Introduction

This section sets out the context within which our organisation will operate over the life course of our strategic plan.

Population

The estimated population of our wider catchment area as at 30 June 2020 was 398,901 of which 50.3% were female (circa 200,000) and 22.5% were children aged 0-15 years (circa 89,750).

Domestic/sexual abuse

Domestic/sexual abuse accounts for 13% of the overall crime in Northern Ireland and results in 6 murders annually which represents 37.5% of all murders in Northern Ireland¹. The P.S.N.I attends approximately 60 domestic-related incidents per day and there is still a significant under-reporting. A woman can experience an average of 35 incidents of domestic/sexual abuse before reporting it to the police².

Research highlights that the COVID-19 pandemic and the associated restrictions have made reporting and leaving abusive relationships more difficult for women. In a Women's Aid survey in April 2020³, it was found that abusers were using COVID-19 to perpetuate abuse, with the rate of abuse growing.

- 67% of respondents who experienced domestic abuse prior to the lockdown reported that it had gotten worse since the lockdown had been implemented.
- 72% said their abuser had more control over their life.

¹ Introduction of Domestic Homicide Review - https://www.justice-ni.gov.uk/news/long-introduces-domestic-homicide-reviews-and-appoints-panel-chairs

² Yearnshaw: Analysis of the Cohort in Bewley et al 'Violence Against Women'.

³ Survivors Say Domestic Abuse is Escalating Under Lockdown - https://www.womensaid.org.uk/survivors-say-domestic-abuse-is-escalating-under-lockdown/

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 78% of women reported that the pandemic was making it harder to leave their abusive relationship.

According to the survey, women experiencing domestic abuse were feeling trapped within their homes. It was harder to access informal support from family, friends or work colleagues. Unsurprisingly, a staggering 80 per cent of survivors, who previously had been supported through face-to-face informal networks, said this had stopped completely or decreased.

Further research conducted in August 2020 found that⁴:

- 68% of women experiencing domestic abuse felt they had no one to turn to.
- 10% of respondents reported that their abuser had actively used lockdown restrictions to stop them from leaving.
- 20% said they had tried to leave during the pandemic but had not been able to access housing or refuge space.
- 53% of children had witnessed more abuse towards a parent.
- 37.5% said that the abuser had shown an increase in abusive behaviour directed towards the child.

While all refuges operated by Women's Aid in Northern Ireland remained open during the pandemic, the various restrictions reduced the number of referrals that could be accepted and the subsequent number of victims and children that could be accommodated at any one time. Table 1 below shows the rate of domestic abuse in the WAAD catchment area.

	Area	April 20-Mar 21	April 21- Mar 22	% change
Domestic Abuse incidents reported	NMD	2560	2660	+3.9%
	ABC	3442	3756	+9.1%
	NI	31196	33186	+6.4%
Domestic abuse crimes reported	NMD	1757	1792	+2%
	ABC	2027	2412	+19%
	NI	19025	21723	+14.2%

 $^{4\} A\ Perfect\ Storm\ -\ https://www.womensaid.org.uk/a-perfect\ -storm\ -\ the-impact\ -of\ -the-covid\ -19-pandemic\ -on\ -domestic\ -abuse\ -survivors\ -and\ -the-services\ -supporting\ -them/$

Both areas within the catchment have experienced an increase in domestic abuse incidents and crimes since the pandemic began, which is reflective across Northern Ireland. Armagh City, Banbridge and Craigavon LGD has experienced a significantly higher rate of increase in both incident and crime reporting over the last year than the NI average⁵.

Health

In the 2020/21 Health Survey of Northern Ireland, 38% of respondents reported having concerns about their mental health in the past year, which was significantly higher than in 2018/19 (27% overall)⁶. In addition, the report also highlighted an increase in alcohol consumption up from 77% in 2019/20 to 81% in 2020-21. There is a body of research that correlates alcohol consumption and domestic abuse and whilst alcohol does not cause abusive behaviour, it can increase the severity of the abuse and the ease with which both an abuser and society can justify that abuse⁷.

• 53% respondents said that the impact of the pandemic on their mental health had worsened their experiences of abuse⁸.

According to the British Red Cross COVID-19 vulnerability index (which identifies areas in the UK where people might be more vulnerable to the effects of COVID-19, NMD has a COVID-19 vulnerability index rank of 10 out of 11 with 11 being the most at-risk and ABC has a vulnerability rank of 3 out of 11. The index looks at clinical vulnerability as well as wider health and wellbeing and socioeconomic vulnerability⁹.

A 2019 report by SafeLives demonstrates that there is a strong link between having mental ill health and being a victim of domestic abuse, with mental ill health also a risk factor for abuse perpetration¹⁰. This relationship is bidirectional, with poor mental health rendering people more vulnerable to domestic abuse, and domestic abuse rendering people more vulnerable to mental health difficulties. The report identified that:

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⁵ Domestic Abuse Incidents and Crime Recorded in Northern Ireland Monthly Update to 31st March 2022 (psni.police.uk)

⁶ https://www.health-ni.gov.uk/sites/default/files/publications/health/hsni-first-results-20-21.pdf

⁷ http://hrlibrary.umn.edu/svaw/domestic/link/alcohol.htm

⁸ A Perfect Storm - https://www.womensaid.org.uk/a-perfect-storm-the-impact-of-the-covid-19-pandemic-on-domestic-abuse-survivors-and-the-services-supporting them/

⁹ COVID-19 Vulnerability Index (arcgis.com)

 $^{10 \} Mental \ Health \ and \ Domestic \ Abuse - https://safelives.org.uk/sites/default/files/resources/Spotlight%207%20-%20Mental%20health%20and%20domestic%20 \ abuse.pdf$

• **42%** of those accessing support from domestic abuse services also had experienced mental ill health in the previous year, with 17% having planned or attempted suicide¹¹.

In correlation, the SafeLives research highlights that there are strong links between mental ill health in children and young people and living in households where domestic abuse is perpetrated¹², with children growing up in these conditions having a higher rate of mental illness.

- 21% of children and young people accessing domestic abuse supports had anxiety or depression.
- 33% said they felt unhappy.

Deprivation

The statistics indicate that the area covered by WAAD, contains some of the most deprived communities in Northern Ireland. The WAAD area includes 16 Super Output Areas (SOAs) which are in the top 10% most deprived areas of Northern Ireland¹³. Four out of the five most income deprived areas in Northern Ireland are in the WAAD service area which also contains two SOAs in the top 10 for Crime and Disorder¹⁴.

There is an intersectional relationship between the high levels of deprivation and domestic abuse incidents in the WAAD catchment area. Research by the Home Office in 2004 highlighted that in households with an income of £10,000 or less, women were 3.5 times more likely to suffer domestic/sexual abuse than those in households with incomes over £20,000 15 . More recently, research by the Women's Budget Group in 2018 highlighted that poverty is a risk marker for domestic/sexual abuse, explaining that poverty can exacerbate abuse by increasing or prolonging exposure to it; women's ability to flee the situation is reduced due to a lack of financial independence 16 .

Housing

A key issue for women and their children and young people who are trying to escape a perpetrator is safely planning to leave. This can be to a refuge provided by Women's Aid across NI or alternative housing such as private renting or social housing. Women's Aid refuge is often at capacity and therefore can not be used. In 2021-2022, we were unable to accommodate 83 women (3 of whom were pregnant) and 50 children into our refuge as we were full and we currently operate with a waiting list of 200 (September 2022).

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With the emergence of safe accommodation and lack of finances, private renting is not an option in most cases and so social housing is the only alternative unless they can be

safely accommodated by family or friends. In 2020-21, the NIHE had 814,210 houses (426 per 1,000 population). However, there were 43,971 people on the social housing waiting list of which 68% were assessed as being in 'housing stress' (having over 30+ housing points). Of the 43,971 people on a waiting list, 9.1% were within ABC LGD (4038) area and 8.6% within the NMD LGD (3766) area¹⁷. In 2018, 557 applicants were housed in ABC and 499 in NMD.

This shows how difficult it is to obtain social housing for women and their children who need alternative safe accommodation.

Summary

The section above points to the challenging circumstances facing women in our catchment area, setting our strategic plan in context.

 $^{11\} Mental\ Health\ and\ Domestic\ Abuse-https://safelives.org.uk/sites/default/files/resources/Spotlight%207%20-%20Mental%20health%20and%20domestic%20\ abuse.pdf$

 $^{12 \} Mental \ Health \ and \ Domestic \ Abuse - https://safelives.org.uk/sites/default/files/resources/Spotlight%207%20-%20Mental%20health%20and%20domestic%20 \ abuse.pdf$

 $^{13\} NISRA\ 2017:\ Multiple\ Deprivation\ Measure\ -\ https://www.nisra.gov.uk/statistics/deprivation/northern-ireland-multiple-deprivation-measure-2017-nimdm2017$

 $^{14\} Crime\ and\ Disorder\ Domain\ -\ https://www.armaghbanbridgecraigavon.gov.uk/wp-content/uploads/2020/02/Crime-and-Disorder-Domain.docx$

 $^{15\} Home\ Office\ Research\ Study\ 276\ -\ http://nomsintranet.org.uk/roh/official-documents/HomeOfficeResearch\ Study\ 276\ .pdf$

 $^{16\} The\ Female\ Face\ of\ Poverty\ -\ https://wbg.org.uk/wp-content/uploads/2018/08/FINAL-Female-Face-of-Poverty.pdf$

 $^{17\} https://www.communities-ni.gov.uk/system/files/publications/communities/ni-housing-stats-20-21-full-copy.pdf$

Developing the Plan

Introduction

Our strategic planning process involved significant consultation and engagement with representatives and stakeholders over a focused 3-month period.

In addition to direct consultations, our strategy draws upon a broad range of research and evaluations undertaken by our organisation over the past 3 years, adding significant value to the development of this strategy.

All of those involved in consultation reflected on what's working well and what needs to be improved as well as enabling WAAD to identify the key strategic opportunities, issues and challenges for operation and delivery over the next five years, and to identify actions and solutions that we could take forward to capitalise or address them.



SWOT Analysis

In developing our plan, we consulted both internally and externally to identify the things we are doing well and should build on as well as the key challenges, threats and opportunities over the next five years.

Strengths

We should continue to build on:

- Our role as the leading specialist domestic abuse support service available at a local level for female victims and their children in the wider catchment area
- Our Interagency work with local schools and community groups to support children and young people with early intervention and prevention services
- Professional and supportive staff
- Investment in evaluation and impact measurement
- Responsive and person centred service
- Supportive and engaged board who are knowledgeable and passionate about supporting women and children
- Focus on trauma informed and trauma sensitive practice

Areas for Development

renovation

Elements of our work that should be developed and improved upon:

- Our current facility at 7 Downshire Place, Newry cannot adequately accommodate our existing staff and services
- 5 Downshire Place is not fit for purpose and requires significant
- Facility deficiencies increase costs and restrict our ability to expand or develop new services to meet growing demand and subsequently impede our ability to secure additional funding



- Despite staff working at full capacity with strong productivity levels, WAAD still maintains a long waiting list. Lengthy waiting lists are leading to increased risk to victims of domestic abuse, detrimental impacts on victim's mental health, poor outcomes for children and a negative impact on staff wellbeing
- Need to focus on outreach to ensure all areas within the catchment can access services
- Focus on staff retention to enable a better continuity of service
- Enhance marketing, comms and awareness of the organisation and its services

Opportunities

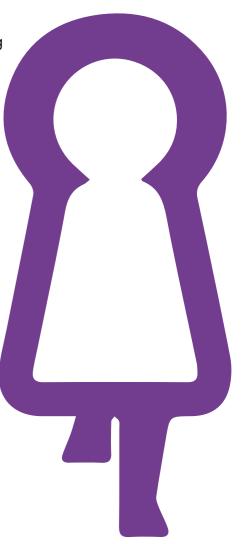
A range of opportunities that we should capitalise on:

- The need for improved service provision for victims of domestic abuse at a local level including wraparound support services, therapeutic services, educational and employment support, personal development and personal care programmes as well as children's services. This will require support and resources from government, which WAAD will continue to seek out
- Enhancing Women's Aid Armagh Down facility and services would better enable the needs and demands of service users to be met
- Develop more sustainable and diverse income streams to help support long term sustainability of our work
- Utilise the Social Return on Investment (SROI) report to lobby for additional investment
- Extension of the wellbeing hope and resilience project
- Optimising new funding opportunities through Levelling Up, Community Ownership and Peace Plus
- Build on strong partnerships and relationships with other community, voluntary and statutory services across the area

Threats

A range of potential threats that we should consider:

- Our refuge occupancy consistently operates at full or almost full capacity.
 With an average occupancy rate of 97% during 2021-2022, with 110 women (3 of whom were pregnant) and 93 children/young people unable to obtain accommodation
- T
- There exists a bottleneck in crisis support as those receiving support are unable to advance to the already over-subscribed, static, long-term support services
- The need for greater accessibility and availability of safe and fit for purpose spaces that are age appropriate and suitable for women, children and young people, that can accommodate both 1-1 and group interventions in formal and informal settings
- Inability to expand services at present to meet demands
- Inability to innovate and source new or additional funding for specific support pathways as new staff members can't be accommodated
- Lack of increase in core funding makes it challenging to offer competitive and consistent terms for staff contributing to poor retention rates
- Increasing rates of domestic/sexual abuse during and post COVID-19 increasing the need and demand for service





Vision

'A world where women and children are safe and supported'

Mission

'To believe in, listen to and support women and children facing domestic abuse so that they feel safe, hopeful and can thrive'

Our Values

The key values underpinning our work for the next five years are:

- Collaborative: We will provide services that work together to meet the needs of those affected by gender based violence
- Relationships: A commitment to developing healthy relationships based upon equality and respect
- Trauma Sensitive: Our work will have an underpinned ethos of trauma sensitive support
- Inclusive: Our services will be available to women and children regardless of their background
- Women's Empowerment our approach is rooted in a belief that women can empower themselves, and we will support them on that journey
- Accountable we will operate in an open and transparent way, with the highest standard of governance and financial management
- **Challenge** we pledge to challenge societal attitudes and victim blaming cultures, bringing the role of perpetrators back into the conversation

Our Thematic Pillars & Goals

Our work over the life course of this strategic plan is focused on two thematic pillars and 8 strategic goals. Each pillar is supported by an overall aim, a series of strategic goals and measures of success.

These collectively reflect the extent of our ambition over the next 5 years.



- Goal 1: To support women facing domestic abuse to feel safe, supported, empowered and hopeful, unlocking their potential to thrive
- Goal 2: To address the evolving needs of children and young people across the region by building and extending our children's services
- Goal 3: To enhance access to our Community based support such as floating support, Wellbeing, Resilience and Hope project and crisis services across the region particularly in rural areas through increased Supporting People funding
- Goal 4: To develop and operate a holistic, multi-level support service for women, children and young people at all stages of their journey (Eleos concept)
- Goal 5: To strengthen our relationships with local partners and work collaboratively to access new funding to enhance services for women, children and young people



- Goal 6: To operate with the highest standards of governance with robust financial management
- Goal 7: To invest in and support our staff and volunteers personally and professionally, ensuring that WAAD is a great place to work
- Goal 8: To enhance our financial sustainability by raising our profile and diversifying our income sources including grant funding, corporate donations and social economy activity

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Thematic Pillar 1 - Supporting Women and Children

Supporting Women and Children is at the heart of our strategy, our overall aim for this pillar is:

"To provide trauma sensitive support for women and children through high quality programmes, services and the provision of safe and secure spaces"

Our Strategic Goals	Our Measure of Success
Goal 1: To support women facing domestic abuse to feel safe, supported, empowered and hopeful, unlocking their potential to thrive	At least 90% of all women engaged record positive impact according to our validated evaluation surveys
Goal 2: To address the evolving needs of children and young people across the region by building and extend our children's services	At least 90% of all children and young people engaged record positive impact according to our validated evaluation surveys
Goal 3: To enhance access to our floating support and crisis services across the region particularly in rural areas through increased Supporting People funding	Increase in core funding from baseline We have relationships and access in all parts of the region enabling us to respond to demand
Goal 4: To ensure that the Eleos Concept is developed and operational, providing a proper environment to support women and children across the region	We have defined and implemented a clear pathway from crisis to independence in all parts of the region
Goal 5: To strengthen our relationships with local partners and work collaboratively to access new funding to enhance services for women, children and young people	A minimum of 2 new funded collaborative projects have been developed and implementedwomen, children and young people

We will achieve these goals by:

- Continuing to deliver on and exceed our contractual commitments with funders such as Northern Ireland Housing Executive, Southern Health and Social Care Trust, Department of Health, Community Foundation NI
- Continue to measure the impact of our service through Social Return on Investment and strong service user involvement
- Establish a young people's group through which to consult and co-design our children and young peoples service alongside our community and statutory partners
- Submit a range of funding applications targeting multiyear investment in our services in line with and in response to emerging needs
- Carry out a strategic review of our Eleos concept and develop a focused strategy to implement it across the region
- Proactively engage and connect with local partners to develop joint approaches to projects and services

Thematic Pillar 2 - Developing a Sustainable and Resilient Organisation

Providing the necessary support to women and children across the region requires a strong, sustainable and resilient organisation, our overall aim is therefore:

"To provide trauma sensitive support for women and children through high quality programmes, services and the provision of safe and secure spaces"

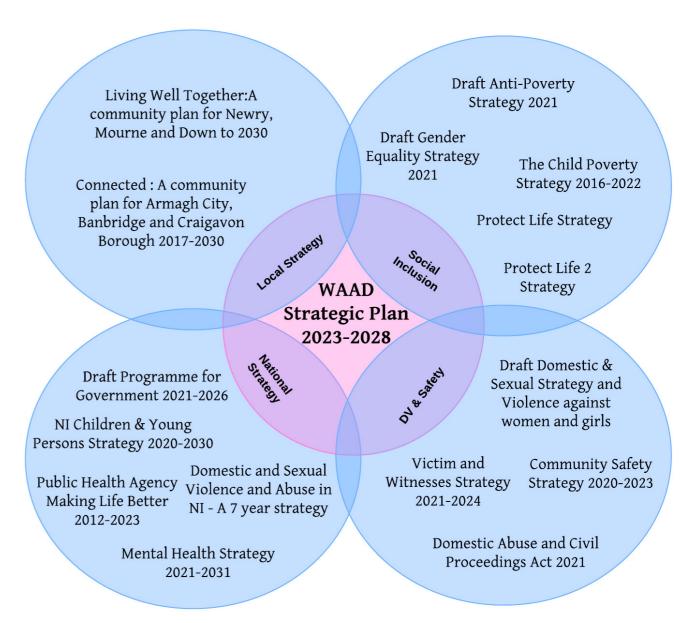
Our Strategic Goals	Our Measure of Success
Goal 6: To operate with the highest standards of governance with robust financial management	We have developed clear succession plans for board members and senior staff We have produced and disseminated annual reports in each year of the strategy
Goal 7: To invest in and support our staff and volunteers personally and professionally, ensuring that WAAD is a great place to work	We have secured our Investors in People Platinum standard Reduced turnover of staff At least 90% of staff report positively on WAAD as a great place to work in annual staff satisfaction survey
Goal 8: To enhance our financial sustainability by raising our profile and diversifying our income sources including grant funding, corporate donations and social economy activity	Increased diversity of income sources from baseline

We will achieve these goals by:

- Ensure a fully resourced finance, administration and HR team are in place and retained through the lifespan of the strategy
- Develop clear succession plans for Board members and senior staff, safeguarding the long term future of the organisation
- Implement an annual calendar of personal and professional development for staff teams
- Seek to employ a sustainability and resilience officer to help build our profile and enhance our sustainability through corporate social responsibility, impact investing, grant funding and contracted services
- Ensure that the WAAD website is maintained and updated regularly and we produce transparent reports on our activity and impact
- Carry out targeted and focused engagement and work collaboratively with the women's sector and other providers to lobby for increased investment in services

Our Strategic Alignment

The pillars, strategic goals and key action areas set out in our strategy will complement a wide range of local, regional and national strategies and policies. These policies have been reviewed and considered in the development of our plan, ensuring the principles of collaboration and partnership are at the heart of what we do. The diagram below sets out the strategic alignment of the WAAD Strategy 2022-2027.



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